



*CEMS MIM / NOVA SBE*

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# *CARE Nederland: A service provider*

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*Based on the international consultancy project: “New strategic directions for CARE Nederland”*

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## **1. BRIEF CONTEXT OF THE BUSINESS PROJECT**

### ***1.1 Company Overview***

CARE Nederland is a Non-Governmental Organization (NGO) based in the Netherlands. Was founded in 1993 as Disaster Relief Agency (DRA) and joined CARE International in 2001 (CARE Nederland, 2014). CARE International is a leading humanitarian organization that fights global poverty. Knew by the 'CARE Packages' that helped people after the Second World War, CARE continues to defend dignity and fight poverty until nowadays. Working in 87 countries (CARE International, 2014) (see appendix 1), CARE conducts programs focused on various areas, such as emergency aid, education, climate change and women's empowerment. CARE Nederland is one of the 13 members (CARE Nederland, 2014) that actively search for funds to help carrying out projects for people in need. The programs developed by CARE Nederland are constituted of two core themes: disaster risk reduction and peacebuilding.

### ***1.2 Market overview***

The NGO market has two important players: the donors which contribute with funds and the beneficiaries that aim to receive aid. CARE Nederland strives to continually acquire funds from the different types of donors. It is with the country offices that CARE Nederland jointly develops the projects in order to provide aid to fragile states. The potential donors for CARE Nederland (appendix 2) include the national bodies such as the Dutch Minister of Foreign Affairs (MFA) and European Union (EU), and the private entities such as corporations, households and private foundations and lotteries.

The potential of each donor is very different (see appendix 3), likewise the trends that affect the giving behavior and the competitive requirements of each one. MFA and EU - through EuropeAid and ECHO-, are currently the main public donors nationally and internationally, respectively, of CARE Nederland. The main trends show that the funds from these public bodies are dependent on political directions and also that in general the funds are shrinking (Elsevier, 2013). Besides this negative perspective, the public market continues to have a huge potential. The private donors are more complex. Regarding the Dutch corporations, it is expected that in the future they will be more engaged with corporate social responsibility (CSR) (Graafland & Eijfinger, 2004), but at the same time they will be seeking for new ways of donations through mainly partnerships (Damlamian, 2006). The Dutch households appears to be one of the most generous in the world (Charities Aid Foundation, 2012). However the trends show that individuals will donate less in the future (Schuyt, Gouwenberg & Bekkers, 2013) and that the ways of donations are changing, such as the emerge of online giving

(Altruja, 2013). In terms of lotteries and private foundations, it is very difficult to accurately estimate the size of the market since – mostly the private foundations – they work under secret. Nonetheless, the size of this market is estimated as considerably big. In addition, it is predicted that more private foundations will rise (CBS StatLine, 2014), also due to the fact that corporations are more engaged with CSR issues and therefore are establishing their own private foundations.

### ***1.3 The Business Project Challenge***

In 2013, 89.4% of CARE Nederland funds came from the Governmental grants (CARE Nederland, 2014) (see appendix 4). Regarding private donors CARE Nederland presents poor fundraising capabilities, mostly due to past strategic decisions. Besides the high dependency on the governmental grants, the trends show that these funds will be reduced in the future.

Therefore, CARE Nederland is currently facing a decisive phase in terms of strategic decisions. The organization is developing the strategic plan for 2015-2019, more specifically defining on which donor markets the organization should focus. The key question addressed on the Business Project was: *How should CARE strategically allocate income generation efforts in order to achieve its mission?*

### ***1.4 Summary of Conclusions***

In order to answer to this question, it was necessary to assess the potential of the different donor markets, identify the requirements to sustain a competitive position and finally the organizational capabilities had to be thoroughly evaluated. The result of this extensive assessment was a set of six recommendations for CARE Nederland (see appendix 5). The most important recommendation was that the organization should continually focusing on the public donors to generate income, due to the potential of the market but also due to the perfect fit between CARE Nederland internal capabilities and the competitive requirements of the market (see appendix 6). However, diversification is highly recommended to minimize the risk. Therefore by building upon on the current strengths of the organization, CARE Nederland should start focusing on the private foundations. The similarity with the public donors and the solid potential of the foundations are the main reasons why CARE Nederland should enter in this new market (see appendix 7). Besides these two main recommendations, others were developed in order to provide to CARE Nederland complementary directions to help the organization to sustain a competitive position and consequently fulfil its mission, in the future.

## **2. CARE NEDERLAND: A SERVICE PROVIDER**

The topic to be developed is focused on exploiting the knowledge and know-how that CARE Nederland holds in specific countries and areas, and use it to establish partnerships with corporations by providing an expert and consultant service. The role of NGOs is changing and CARE Nederland needs to be prepared to provide the service that corporations are seeking. Therefore, it is my intent to present to CARE Nederland a plan to target corporations.

### ***2.1 Original approach***

As requested by CARE Nederland, the original approach was centered on the development of the future strategic directions for the organization. Thus, the business project was focused on financial issues and the recommendations were developed to be implemented in a short time period. The two main recommendations answered to the question of in which revenue stream CARE Nederland should focus on. The entire project was guided to specifically indicate how CARE Nederland should allocate income generation efforts in the following years.

### ***2.2 Main Limitations of the original approach***

The main drawback of the initial approach was that it was mostly focused on the financial situation of CARE Nederland, and considered only the short term. Therefore the recommendations developed were based on the financial potential of the markets, however it will be valid for a maximum of two years. We acknowledged that long term recommendations are not suitable for this industry, however I consider that CARE Nederland needs to start developing now a strategy to reinforce the position of the organization in a niche market and stay one step ahead of the competition. Nonetheless, CARE Nederland should continue reviewing its strategy in order to avoid the risk of be pursuing an outdated tactic.

The simple issue of which donor market CARE should target, it is a mere short term question. For sure the organization needs to be guided to answer to this question, but it in two years – or even less – it will be outdated.

### ***2.3 New approach - CARE Nederland: A service provider***

The new approach that will be developed in the following section spotlights the possibility of CARE Nederland start to provide services as consultant and expert in their knowledge fields. The goal is to build a strong reputation as an expert in specific kinds of aid and countries. The idea emerged from the combination of literature review that points out the

change in the role of NGOs and from the interview with the Marketing Director of CARE Nederland, in charge of the private fundraising. Moreover, as mentioned before corporations are more engaged with CSR, however due to the economic crisis corporations started looking for new ways of donating and even considering to partner with NGOs to promote value sharing. Currently CARE Nederland has the potential required to develop this approach, however until recently this option was not recognized. The two companies Tony Chocolonely, a fair trade chocolate producer, and Cofely, an energy company, already approached the organization aiming to partner with them since they need the know-how and network of CARE Nederland. This was the starting point to develop the new approach for CARE Nederland.

This section will be structured in order to clearly guide CARE Nederland to understand the possibilities that can be exploited from this approach. A brief literature review will be presented to show the experts' opinion regarding the changing role of NGOs. Subsequently, examples of business companies that became a service provider, will be approached to have some insights from the business world. Finally some returns based on certain assumptions, will be estimated to show the financial potential of this approach.

### ***2.3.1 The role of the NGOs is changing***

The NGOs industry is changing very quickly due to a wide range of factors such as the type of aid needed, the areas in need, or the demands of donors. The NGOs are the intermediaries between the donors and the beneficiaries, and they need to be able to please both by adapting to the constant changes. The report "Ahead of the Curve: insights for the international NGO of the future" from the Foundation Strategy Group, presents how NGOs "can leverage their distinct assets to proactively create greater impact to benefit the people they serve" (Peterson, Mahmud, & Weissburg, 2013). The study was based in 50 international NGOs, on which the American member of CARE is part of the sample.

The authors of the "Ahead of the curve" report developed a framework that presents how an international NGO should evolve (appendix 8). One of the key points to take out is that NGOs should look for the private sector as a key partner instead of a simple philanthropic source of fundraising. The four main objectives of being "ahead of the curve" are: (1) Enhancing direct implementation, (2) Influencing systems change, (3) Harnessing the private sector, and (4) Leading multisector action.

By *enhancing direct implementation*, NGOs need to leverage their expertise and their power to influence systems, more precisely in places where governments are not able to

provide the necessary aid to their citizens. The main achievement should be to be able to give advice to local organizations by leveraging NGOs knowledge, network and reputation to scale ideas and expertise. In terms of what concerns *influencing systems change*, it will be possible towards a continuous effort to supplement the projects with advocacy. To increase the impact, the advocacy efforts should be expanded to overcome the scope of the projects. By thinking big, NGOs need to use all assets and also other players in the market to generate a bigger impact. Moving from “isolated project interventions” to “program advocacy” and leading to “influencing systems”.

In the past, NGOs looked to the private sector as mere fundraisers. But the future demands a mindset change. NGOs should engage with companies in order to ‘share value’. It is a new approach, defending that NGO should seek for corporations with the same mission in order to become powerful partners, by *harnessing the private sector*. The goal should be: support companies helping the people and environment in places where they operate. In other words, NGOs should take advantage of this new trend, by working actively with the corporations in order to help them to achieve their CSR goals. The end result of the value sharing should be the creation of jobs, new products that critically address the communities by promoting prosperity. Lastly, the *multisector action* is the response to the limitations of the traditional partnership models. By leveraging the unique assets of each partner, NGOs should engage with different sectors to address the complex challenges of the future. The goal is to go beyond individual projects and target the ‘root causes’ of the problems.

The “Ahead of the Curve” study faces the so called “innovator’s dilemma” (Christensen, 1997) which demonstrates why doing everything ‘by the book’ is not enough to keep a competitive position in the market, since new competitors might rise with disruptive innovational products. Applying this concept to the NGO’s industry, “Ahead of the curve” (Peterson, et al., 2013) suggests that the future of these organizations should be based on a new approach that requires difficult changes of mindsets, practices and funding system, both from the NGO and their donors. The goal is to achieve a more sustainable and scaled impact by influencing systems change, promoting shared value with corporate partners, and leading alliances between sectors.

### **2.3.2 Business Examples**

The need to evolve and add value to the products by providing services is a common issue for big corporations. In the early 1990s, IBM decided to make a bet, and developed a



management consulting service. IBM was the pioneer; it was the first large manufacturer that also provides management and business consulting. The company believed that customers would increasingly value companies that offered solutions, and that the future would be service-led (Kubr, 2002). This brave move was a success, since it responded to what customers were seeking for: integrated business solutions. The service became the fastest growing segment within IBM (IBM, 2014) and prepared the company for challenges that appeared.

The decision to become a service provider company was not exclusive to IBM, since many other manufacturing firms adopted the same strategy. The Portuguese retail company, Sonae, also adopted this strategy by developing Sonae Sierra to manage the shopping centers. Through this business unit Sonae is able to combine the “ownership, development, management and provision of professional services activities” (Sonae Sierra, 2014) from its shopping center business.

These examples were chosen to show how companies faced the “innovator’s dilemma” by adapting to their customers’ needs. It is important to receive inputs from the business context, however corporations and CARE Nederland are different. Therefore the operationalization part will differ but the core message is the same: “Those who cannot change their minds cannot change anything.”(George Bernard Shaw).

### **2.3.3 Possible Returns**

The fundraising is the key activity for CARE Nederland, otherwise the organization is not able to carry out its different projects. Thus, it is important to estimate the possible returns of this new approach, making some assumptions for only one client, as a pilot test.

The country chosen to conduct the pilot test was Ghana, due to be a country where Tony Chocolonely aims to professionalize the farmers from the cocoa plants and CARE also has a country office established (appendix 1). The second assumption was the average wage of a national worker. Based on the website [mywage.org/Ghana](http://mywage.org/Ghana) – partner of the Ghana Trade Unions Congress (GTUC) and the Ghana Employers’ Association (GEA) – that aims to promote a more transparent labor market in Ghana. Assuming a worker from “Education, research, training”, and more precisely working in “Consultancy, coaching” the average wages will be of GHC 1500 (approximately €358) (Mywage, 2014). However, I will assume a higher wage, since CARE Nederland aims to promote better working conditions, of GHC 2500 (approximately €597). The next assumption concerned the size of the team, of a minimum of four consultants. The project must have a duration

of a minimum of six months – the average time of an international consulting project. The last assumption, and also the crucial one for CARE Nederland was the margin that the organization might charge. The maximum fee that NGOs are allowed to charge to public donors for overhead cost is of 7% (Langbroek, personal communication, April 9, 2014). This market does not have specific legislation, therefore, I assumed a 12% fee, as suggested by the Program Director of CARE Nederland (J. Langbroek, personal communication, April 9, 2014).

One project carried under the previous assumptions, can generate an unrestricted income of €1,720 for CARE Nederland (appendix 9). This amount might be considered low, but represents almost 15% of the income from own fundraising activities that CARE Nederland generated through company partnerships in 2013 (appendix 10). In addition, it is important to notice that it was computed under specific assumptions and it is only for one project. The number of projects that CARE Nederland can jointly develop with the country offices is much more than one, since the work will be conducted by external workers to the organization.

#### ***2.3.4 Implementation***

After analyzing the theoretical inputs, the selected business examples and finally after estimating the possible returns it is necessary to combine the inputs and present the implementation plan. As previously mentioned, Tony Choclonely and Cofely, contacted CARE Nederland to request its ‘services’. However the organization does not know how to do it, and does not consider this as a potential way to develop new businesses. Therefore on this section I will combine the previously described insights and develop a road map to help the organization to leverage its strengths.

By partnering with corporations, CARE Nederland will be able to influence the systems and also harnessing the private sector. Through helping corporations to better work in developing countries, CARE Nederland will be on the edge of a new movement that aims to change the mindset of those corporations. Doing more than simply develop projects by fundraising with corporations, CARE Nederland will be able to offer to the communities a more sustainable solution. CARE Nederland needs to know how to manage the relationship with the client and also how to take the best of it.

First, CARE Nederland should re-arrange the marketing department in order to put the focus on this new approach. The priority needs to be the identification of country offices that might be more likely to develop these partnerships. Followed by a prospect analysis

of the other side, and start assessing which corporations might be interested in partner with CARE Nederland. A good example is Cofely that aims to work with CARE Nederland in order to create synergies between their different areas of expertise. Cofely provides energy grids, and wants to go into these countries for business and social purposes. Like this corporation, many more are willing to engage with social causes and partner with NGOs. Therefore, CARE Nederland needs to promote its knowledge and experience in operating in fragile states. Likewise the long term relationships in several countries, and the track record of dealing with both politically and naturally difficult situation should reinforce the position of CARE Nederland as an expert in certain geographies and domains. Due to the extensive network from the country offices CARE Nederland has a unique competitive advantage. The role of CARE Nederland should move towards being a provider of knowledge, by advising corporations in how to operate responsibly and sustainably at grassroots level.

After establishing the contact with corporations and leveraging its strengths, CARE Nederland needs to set up a team in the field to carry out the projects. The collaborators should work as an outsourcing entity in order to allow to scale up the team in terms of the number of projects developed, especially at the beginning. CARE Nederland should work as an intermediary between the local workers and the corporations. However, it is the duty of the organization to endorse a good relationship with the corporations in order to strengthen the relationship.

Nonetheless, it is important to keep in mind that this change will not be easy to do. First it is crucial to mention that by embracing in this new type of business does not mean that CARE Nederland should neglect the traditional relationship with the donors. As assessed, in the possible returns, the initial income from this new approach will not be enough to continue helping the people in need. The core business of the organization should remain intact, only the way of working with corporations should be adapted to the new demands. Secondly, the prospects for new corporations will be a challenge, especially since the organization has only two collaborators devoted to develop the relationship with the corporation. In addition, the industry is changing very fast and other NGOs will also start developing these specific services. Thus, CARE Nederland needs to act fast and be able to provide the best service possible in order to develop long lasting relationships. More can be done or researched, but I consider that CARE Nederland, with the know-how that has will be able to continue pursuing a niche strategy.

### **3. REFLECTION ON LEARNING**

After working for four months in such a remarkable project with CARE Nederland, it is important to stop and think on the outcomes of this experience. The project allowed me to contact with a new reality, in a different country, to exploit my knowledge to other areas and even more. The following section will present my reflection in detail.

#### ***3.1 Previous knowledge learned from your Masters program***

The business project was based on the definition of the strategic directions for CARE Nederland. Starting from the approach to the problem and moving to the definition and analysis of it, I was able to apply knowledge previous taught on the master program. The courses of Corporate Strategy, Strategy and also Financial Management were crucial, especially in understanding the problem and defining the strategy to be pursued. It was possible to use frameworks taught and theoretical concepts from strategy likewise financial knowledge that helped me understand the financial situation of CARE Nederland. Besides the business knowledge taught, from the workload and the complex and diverse teams that we were allocate to, I learned how to manage people and time. The management of people was a key insight for the business project. It was necessary to manage our company coach expectations and also state our goal, which was to develop a strategic project rather than a simple validation of his previously defined strategic plan.

#### ***3.2 New knowledge***

My business project was about a NGO. Previously to the project I only contacted with NGOs by doing some volunteering work. However, this time I was able to deal with it in a business context. We were dealing with a business question in a non-business environment. Thus, I had the opportunity to exploit my previous knowledge to areas that were unknown to me, and allowed me to acquire new expertise. It was one of the most interesting parts of the project since we were dealing with a “how to increase the revenues” type of question in an organization that is focus on helping people. Even the simple definition of who are the customers of CARE was a complex question. The NGO industry is a parallel world, where all the framework and concepts are adapted. Thus, I felt that I was re-learning all the business concepts and approaches.

#### ***3.3 Personal experience***

During the project I was able to identify my strengths and weaknesses through the work and also through feedback from my colleagues. Regarding my strengths, I applied my planning and control skills in favor of the project. I was assigned to be responsible for planning and coordination of the work regarding definition of the agenda for meetings,

definition of milestones and, more important, ensure that we were on track. In addition I also used my positivism as a strength in the final part of the project. Due to the stress and tension, some team members started doubting about the project. Therefore, I automatically adopted a position of 'sales people' and I 'sold' the work and pointed out all the strengths of the project to help them to overcome this issue.

In terms of my main weaknesses, it is for sure the fact that I am an impatient person. I do not like to postpone things and sometimes I tend to rush in order to keep everything on time. Fortunately, I had the opportunity to work with people that were not like me, and helped me to understand that sometimes it is necessary to wait in order to perform better. Other point that I consider as a weakness is the fact that I tend to focus instead of delegate the work that I am good at. In opposition, I avoid to face my weak points. Then, I predefined what were my 'worst areas' and in the beginning of the project I explained it to my group and I asked them to help me on those areas. Thus, during the project I made an effort to always give my inputs in the areas where I considered that I possess strengths, but always letting the others contribute and even take the lead.

### ***3.4 Benefit of hindsight***

In retrospective I consider that what add the most value for our project was our academic coach. We add the opportunity to be guided by a Professor of Strategic Philanthropy that was continuously challenging our thoughts and the NGO's intentions. He was not a conventional coach. He gave us complete freedom and his advices were normally through examples and analogies. At the end my team and me, we conclude that it was only possible to present such recommendations due to our academic coach. He was a crucial element in our team, since he helped us to understand the underlying problem and also to be brave enough to not follow the others as our company coach intended.

In terms of what during the project should have done differently, I consider that the main issue was starting by the internal analysis rather than by the external one. As requested by CARE Nederland we started by scanning the external environment and it take us more time than expected. Consequently, the remaining time to conduct the internal analysis was not enough. Especially since we faced some internal constraints to have the data required. It took us two months to really understand what CARE Nederland was doing and how. Thankfully, at the end we were able to manage the tight time schedule and gather the required information to develop the recommendations.

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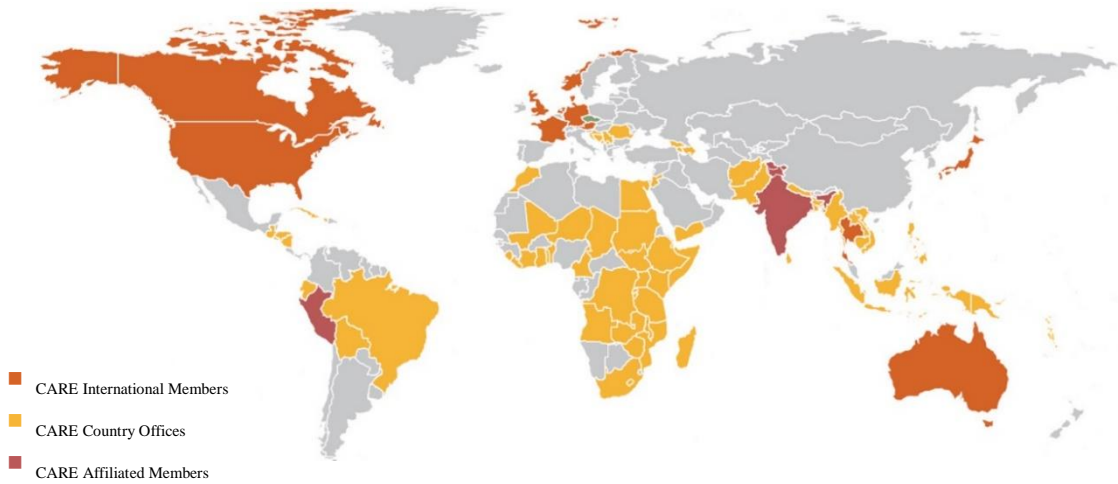
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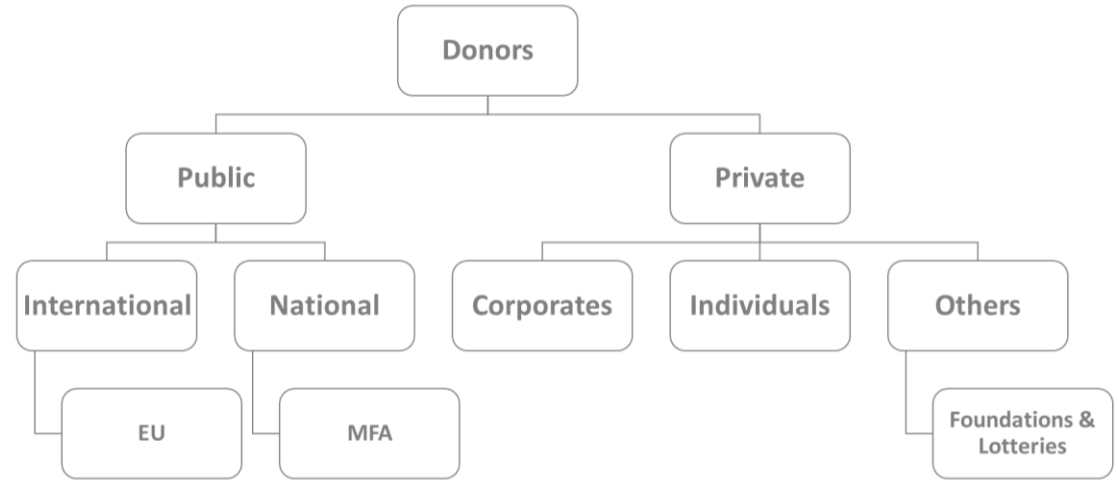
APPENDICES

Appendix 1 The World of CARE



Source: CARE Nederland, 2014

Appendix 2 Donors' Structure





### Appendix 3 Donors' Potential

	Size	Average Annual Growth
ECHO	€1.24 billion (2012)	9.76% (2009-2012)
EuropeAid	€1.54 billion (2012)	10.98% (2009-2012)

	Size	Average Yearly Growth
MFA ODA Budget	€4.37 billion (2012)	-5.35% (2010- 2012)
MFA ODA Budget to NGO's	€1.15 billion (2012)	-10.10% (2010-2012)

	Size	Average Yearly Growth
Corporations	€1.38 billion (2011)	-2,39% (2005-2011; in two-year intervals)

	Size	Average Yearly Growth
Household donations	€1.83 billion (2011)	-0.36% (2005-2011; in two-year intervals)

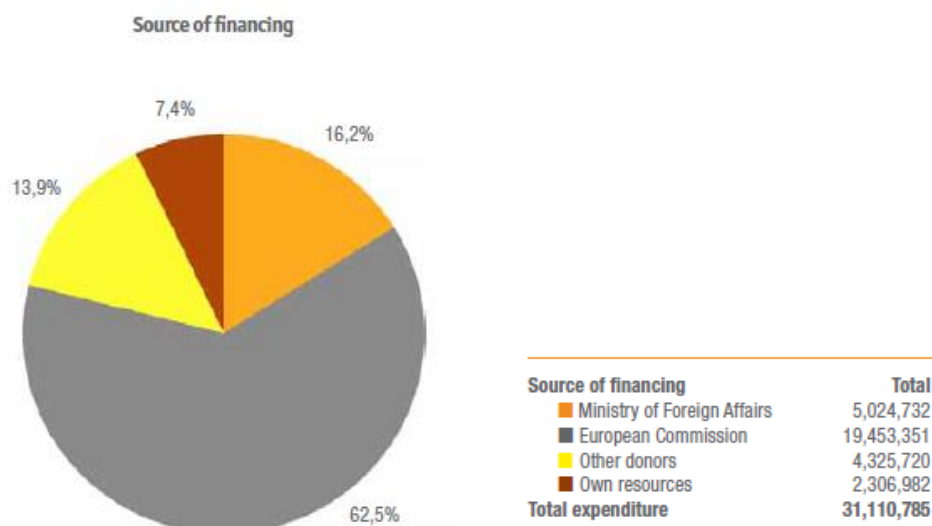
	Size	Average Yearly Growth
Foundations	€294 million (2011)	-10.41% (2005-2011; in two-year intervals)
Lotteries	€498 million (2011)	8.18% (2005-2011; in two-year intervals)

Source: Algemene Rekenkamer, 2011; 2012; 2013

Source: Annual reports

Source: Schuyt et al, 2013

### Appendix 4 CARE Nederland source of financing 2013



Source: CARE Nederland, 2014

### Appendix 5 Recommendations presented on the Business Project



### Appendix 6 Fit between the competitive requirements of public donors and CARE Nederland internal capabilities

Competitive Requirements	
Predictive and adaptive capabilities	<input checked="" type="checkbox"/>
Proposal writing skills	<input checked="" type="checkbox"/>
Accountability and transparency	<input checked="" type="checkbox"/>
Networking and relationship management	<input checked="" type="checkbox"/>
Operational effectiveness	<input checked="" type="checkbox"/>

### Appendix 7 Fit between the competitive requirements of foundations and lotteries and CARE Nederland internal capabilities

Competitive Requirements	
Alignment of vision and goals	<input checked="" type="checkbox"/>
Network and relationship management	<input type="checkbox"/>
Proposal writing skills	<input checked="" type="checkbox"/>
Accountability and transparency	<input checked="" type="checkbox"/>
Speed of reaction	<input checked="" type="checkbox"/>

## Appendix 8 "Ahead of the Curve" framework

### INGOs are on a journey...

...from professional implementer...

...to the INGO of the future



Maximizing INGO assets to influence local systems			
Isolated Project Interventions		Program Advocacy	Influencing Systems
Description	Primary focus on direct implementation, sometimes augmented by project-specific advocacy limited by duration of project life-cycle	Utilizing advocacy as a tool on certain programmatic or issue areas that align with the INGO's mission, beyond the scope of individual projects	Utilizing the full range of INGO assets to influence all players needed to lead systems change in specific communities
Asset Utilized	Issue expertise, country presence	Issue expertise, country presence, advocacy	Issue expertise, country presence, advocacy, relationships, brand, thought leadership
Example	Traditional implementation work by most INGOs	Plan's work in India on increasing universal birth registrations	Habitat using community mapping to identify gaps and bringing in other players in the communities where it works

Ability to create greater scale in solving problems			
Corporate Philanthropy		Corporate Social Responsibility (CSR)	Shared Value
Engagement with INGOs	Grants, product donations, volunteer time	Philanthropy in areas related to business lines, cause marketing, co-investing	Utilizing INGOs as business partners to expand markets, increase productivity, reduce costs or risks, and enhance competitive positioning
Benefits to INGO	Additional subsidized support for existing programs	Additional subsidized support, stronger relationship with corporate donor, greater visibility for INGO and the issue	Ability to solve social issues at scale through sustained investments from corporations and by leveraging all corporate assets
Example	Prudential staff volunteered on projects run by Plan, working on planting trees and delivering lessons to children	Save the Children and IKEA collaborated to address child labor in India, an issue important to IKEA and its manufacturers' operations	Mercy Corps and Swiss Re partnered to launch a new insurance product to help entrepreneurs in Haiti protect against natural disasters

Ability to address increasingly complex problems			
Traditional Partnerships		Expanded Partnerships	Collective Impact
Structure	Individual grants from donors involving multiple grantees	Large-scale global initiatives involving multiple organizations with broad goals	Collective impact initiative involving multiple organizations and sectors and featuring common agenda, shared measurement, and backbone
Benefits	Efficient process for executing programs through previously proven solutions	Ability to dedicate multiyear resources through leveraging assets of several organizations	Ability to sustain momentum over long term, avoid duplication, and leverage unique assets of all sectors needed to solve complex problems
Example	USAID cooperative agreement with a prime and multiple subcontractors	U.S. government's Feed the Future	African Health Markets for Equity (AHME) partnership

Source: Peterson, et al., 2013

### Appendix 9 Estimation of returns per client

	GHC	€
Wage	2,500 GHC	€ 597
# Consultants	4	
# Months	6	
% Fee	12%	
<b>Σ</b>	<b>60,000 GHC</b>	<b>€ 14,336</b>
<b>CARE Nederland fee</b>	<b>7,200 GHC</b>	<b>€ 1,720</b>
<b>Project Cost</b>	<b>67,200 GHC</b>	<b>€ 16,056</b>

Source: mywage.org, 2014

### Appendix 10 Income from own-fundraising activities

Reference 6.5.1.1	actual July 2012 - June 2013	budget July 2012 - June 2013	actual July 2011 - June 2012
Private donations	2.378.275	2.771.998	2.694.933
Notarial gifts	4.232	-	10.000
Company partnerships	11.863	170.900	250
<b>Total income from own fund-raising activities</b>	<b>2.394.370</b>	<b>2.942.898</b>	<b>2.705.183</b>

Source: CARE Nederland, 2014